

26 Nov 01

DEPARTMENT OF THE AIR FORCE
Aerospace Basic Course (AETC)
Maxwell Air Force Base, Alabama 36112

LESSON PLAN

A1430, JOINT PLANNING SYSTEMS

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RECORD OF CHANGES

CHANGE NUMBER	REMARKS
New Lesson Plan	Replaces ABC lesson 1430 dated 27 Aug 01

SUMMARY OF CHANGES

EDUCATIONAL GOALS

A1000 Area Objective: Apply aerospace power capabilities and officership principles to warfighting.

A1400 Phase Objective: Comprehend how Joint operations are planned and executed at the strategic and theater/operational levels.

A1430 - JOINT PLANNING SYSTEMS

Lesson Objective 1: Know the systems involved in Joint planning, the key participants in each system, and the participant responsible for each.

Samples of Behavior:

(R/S) 1.1 - Define the National Security Council (NSC) System.

(R/S) 1.2 - Define the Joint Strategic Planning System (JSPS).

(R/S) 1.3 - Define the Joint Operation Planning and Execution System (JOPES).

(R/S) 1.4 - Define the Planning, Programming, and Budgeting System (PPBS).

(R/S) 1.5 - Identify the key participants in each Joint planning system, and the participant responsible for each.

Lesson Objective 2: Know the definition, author, and purpose of the Joint Strategic Capabilities Plan (JSCP).

Samples of Behavior:

(R/S) 2.1 - Define the Joint Strategic Capabilities Plan (JSCP).

(R/S) 2.2 - Identify the author of the JSCP.

(R/S) 2.3 - State the purpose of the JSCP.

Lesson Objective 3: Know the definition of a military campaign plan.

Sample of Behavior:

(S) 3.1 - Define “military campaign plan.”

Lesson Description: This lesson introduces the students to several Joint planning systems. This broad overview of the systems covers the key participants in each system and their responsibilities. Furthermore, each of the systems is defined and discussed in terms of its interactions with the other systems. To prepare students for Lesson A1440, Deliberate and Crisis Action Planning, this lesson concludes with a brief description of a military campaign plan.

Prerequisites: A1410, Joint Organization: Services and Unified Commands
A3010, Theory, Doctrine, Objectives, and Strategy

Preparation: Read A1430, Joint Planning Systems.
Review A3010, Theory, Doctrine, Objectives, and Strategy.

Optional: N/A

Rationale/Linkage: This lesson belongs to the A1400 Phase of instruction, which primarily focuses on Joint warfighting at the strategic and theater/ operational levels. At the strategic level, the United States employs its Armed Forces as a Joint team to achieve national objectives. At the theater/operational level, this Joint team is organized into Unified Commands. Each Unified Command is commanded by a Commander-in-Chief (CINC). This lesson shows how the warfighting CINCs obtain the materials needed to fight. This lesson is also closely related to Lessons A1440, Deliberate and Crisis Action Planning; and A1610, The JAOP, because these three lessons discuss systems used to translate national objectives into Joint plans for operations designed to achieve those national objectives.

. INSTRUCTIONAL PLAN

1. TITLE AND LENGTH OF SEMINAR: Joint Planning Systems (1:00)

2. RELATION TO OTHER INSTRUCTION: This lesson belongs to the A1400 Phase of instruction, which primarily focuses on Joint warfighting at the strategic and theater/ operational levels. At the strategic level, the United States employs its Armed Forces as a Joint team to achieve national objectives. At the theater/ operational level, this Joint team is organized into Unified Commands. Each Unified Command is commanded by a Commander-in-Chief (CINC). This lesson shows how the warfighting CINCs obtain the materials needed to fight. This lesson is also closely related to Lessons A1440, Deliberate and Crisis Action Planning; and A1610, The JAOP, because these three lessons discuss systems used

to translate national objectives into Joint plans for operations designed to achieve those national objectives.

3. GENERAL METHOD OF INSTRUCTION:

a. Presentation Method: Informal lecture and guided discussion

b. Time Outline:

Segment	Time	Total Time	Description
0:05	(0:05)		Introduction
0:05	(0:10)		MP I: NSS/NMS Review
0:20	(0:30)		MP II: Planning Joint Operations
0:15	(0:45)		MP III: Equipping the Force
0:05	(0:50)		MP IV: Joint Planning Flow
0:05	(0:55)		MP V: Campaign Plan Definition
0:05	(1:00)		Conclusion

c. Instructor Preparation:

- Review the lesson plan.
- Read A1430, Joint Planning Systems.
- Read Joint Pub 5-0, Chapter II & III.
- Review “Wartime Planning Mid-level Supervisor Primer” CD (First-time instructors only).

d. Instructional Aids/Handouts:

- Slides

e. Student Preparation:

- Read A1430, Joint Planning Systems.

f. Strategy: This lesson is a combination of informal lectures and guided discussions about the planning, budgeting, and acquisition processes that not only translate national objectives into Joint plans for operations designed to achieve those national objectives, but also equip the warfighting CINCs with the materials needed to fight. Main point 1 is a review of Lesson A3010, Theory,

Doctrine, Objectives, and Strategy, and can be easily conducted as a guided discussion. A significant part of main points 2 and 3 should be informal lectures, but the lesson plan also includes questions that the students should be able to answer. Remind students to feel free to ask their own questions throughout. Keep the students engaged, but remember that they are not experienced enough in these planning systems for the guided discussion format to work effectively for these main points. Main point 4 is a review of topics covered in main points 2 and 3, using a single-slide visual aid (with builds). This should be a guided discussion—use it to gauge whether the students understand the material presented in main points 2 and 3. Main point 5 is a brief informal lecture to give students a definition of “military campaign plan,” which prepares students for lesson A1440, Deliberate and Crisis Action Planning.

g. References: Joint Pub 5-0

4. 5. DETAILS OF INSTRUCTION:

a. Introduction: 0:05 (0:05)

1) //Attention//

[SLIDE]



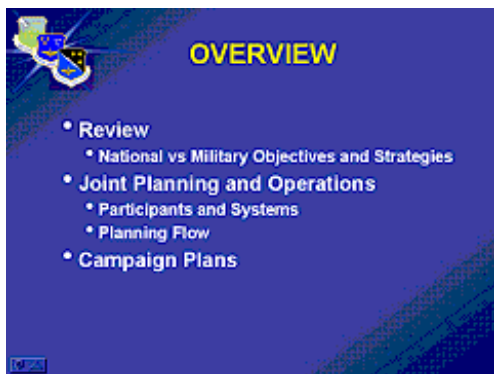
Who decides when the military's going to respond to international crises—and why? Who decides which units deploy in operations like DESERT STORM and ALLIED FORCE? How and why do we develop new systems like the F-22 and Predator? How does your unit get money to buy office supplies, airplane parts, fuel, maintenance equipment, computers, telephones, vehicles, training, etc.? You will be able to answer all of these questions by the end of this lesson.

2) //Motivation//

National opinions on operations like DESERT STORM and ALLIED FORCE range from “The US is the world’s policeman and we need to help whenever possible” to “We have no business messing in other countries’ internal problems.” However, national opinions don’t directly determine whether the military is involved in these kinds of operations. The NCA (that is, the President and Secretary of Defense) decide when and how the military will act. This lesson will show you how Joint planning systems translate the NCA’s objectives into organized, trained, and equipped Services, ready to fight together on the Joint team. As Airmen, you need to understand these planning systems because they are directly responsible for deciding when you’ll go to war, and which weapons you’ll use in the fight.

3) //Overview//

[SLIDE]



We’ll begin this lesson by reviewing how national objectives and strategies are developed and implemented, which we discussed in Lesson A3010, Theory, Doctrine, Objectives, and Strategy. Then, we’ll discuss the Joint planning systems and their interactions with each other. We’ll go into a fair amount of detail on who is responsible for each system and some of the documents published in them. We’ll also discuss the “flow” between the systems, to give you a sense of how the systems work together. The Joint planning systems can seem very complicated at first glance; however, the most important thing to remember is, these systems work together to implement national strategies and achieve national objectives: After all, the military **never** deploys without the President’s and Secretary of Defense’s direction and approval. We may be the most powerful military in the world, but don’t forget that civilians are in charge of our command structure. Finally, we’ll close by taking a quick look at military campaigns.

(TRANSITION): LET'S BEGIN BY REVIEWING HOW NATIONAL OBJECTIVES AND STRATEGIES ARE DEVELOPED AND IMPLEMENTED.

b. MP I: NSS/NMS Review: 0:05 (0:10)

[SLIDE]



LEAD OFF QUESTION (LOQ): WHO HAS ULTIMATE CONTROL OVER NATIONAL OBJECTIVES AND STRATEGIES?

[BUILD]

ANTICIPATED RESPONSES (AR):

- The National Command Authorities (NCA).

The NCA are the President and Secretary of Defense. In matters concerning national security, they seek guidance from the National Security Council (NSC), which we'll discuss later in more detail.

[BUILD]

FOLLOW UP QUESTION (FUQ): WHICH STRATEGY DOCUMENT IS THE NCA RESPONSIBLE FOR?

[BUILD]

AR:

- The National Security Strategy (NSS)

{Instructor Note: You should have discussed the NSS in Lesson A3010, Theory, Doctrine, Objectives, and Strategy. However, show them the document again and re-emphasize that the NSS defines the nation's "core objectives." These core objectives have changed very little over the last several decades. They are:

- *To enhance America's security.*
- *To bolster America's economic prosperity.*
- *To promote democracy and human rights abroad.*

Also remind the students that the military Instrument of Power (IOP) is not the only means to achieve national objectives. The President may choose to use the diplomatic, economic, or informational IOPs solely, in conjunction with each other, or in conjunction with the military IOP.}

LOQ: IN THE MILITARY IOP, WHO (MOST OF ALL) TAKES DIRECTION FROM THE NATIONAL SECURITY STRATEGY (NSS)?

[BUILD]

AR:

- The Chairman of the Joint Chiefs of Staff (CJCS).

[BUILD]

FUQ: WHICH STRATEGY DOCUMENT DOES THE CJCS REVIEW AND REVISE?

[BUILD]

AR:

- The National Military Strategy (NMS).

{Instructor Note: You should have discussed the NMS in Lesson A3010, Theory, Doctrine, Objectives, and Strategy. However, show them the document again and re-emphasize that the NMS defines the military's strategy to implement national security strategy. The objectives/strategies of this document correspond to the objectives/strategies of the NSS.}

[SLIDE]

LOQ: WHO (MOST OF ALL) REFERS TO THE NATIONAL MILITARY STRATEGY (NMS) WHILE DEVELOPING PLANS?

[BUILD]

AR:

- The Combatant Commanders of the Unified Commands (usually referred to as the CINCs)

[BUILD]

FUQ: WHICH PLANS DO COMBATANT COMMANDERS PRODUCE, BASED ON NATIONAL MILITARY STRATEGY (NMS)?

[BUILD]

AR:

- Campaign Plans. Joint staffs create these plans. (Joint staffs were defined in Lesson A1410, Joint Organizations: Services and Unified Commands.)

{Instructor Note: Campaign plans will be discussed in more detail in this lesson and Lesson A1440, Deliberate and Crisis Action Planning. Also, when referring to a Unified Command's staff, be sure to use a lower-case "s": According to Joint Pub 1-02, the lower-case "staff" designates a staff that runs a Unified Command, Joint Task Force, etc. But the "Joint Staff" works in the Pentagon for the Chairman of the Joint Chiefs of Staff.}

(TRANSITION): NOW THAT WE'VE REVIEWED HOW NATIONAL OBJECTIVES AND STRATEGIES FLOW DOWN FROM THE NCA, LET'S DISCUSS THE PLANNING SYSTEMS USED TO IMPLEMENT THESE NATIONAL POLICIES THROUGH JOINT MILITARY OPERATIONS.

c. MP II: Planning Joint Operations: 0:20 (0:30)

[SLIDE]



{Instructor Note: The following text is an overview of both Main Points 2 and 3.}

We will look at four different planning systems:

- National Security Council (NSC) System
- Joint Strategic Planning System (JSPS)
- Planning, Programming, and Budgeting System (PPBS)
- Joint Operation Planning and Execution System (JOPES)

In this diagram, the NSC is represented by these columns because the NSC system supports the NCA. A circle represents each of the other systems because each is a continuous planning process. The circles overlap each other to depict the interactions between the systems. Each of these systems has unique responsibilities; however, they are purposely tied together. Each system is dependent on at least one other system to gather data, create documents, etc.

The Joint Strategic Capabilities Plan (JSCP) is also shown on this diagram; however, it is **not** a planning system. It is a document that links JSPS and JOPES together. We'll talk about it because of this linkage, but don't forget that the JSCP is part of JSPS and isn't its own system. There are many other documents linking these five systems together, but we won't cover them at ABC.

This diagram shows two basic "outputs" of these planning systems: On the left, there are campaign plans, OPLANs, CONPLANs, and so on: These are the plans for Joint operations. On the right, there are forces "trained and equipped" to be able to execute those Joint operations. We'll cover how these planning systems produce both of these outputs.

(TRANSITION): LET'S START WITH THE BEGINNING OF THE WHOLE JOINT PLANNING PROCESS, ITSELF, AND CONTINUE THROUGH THE LEFT-HAND SIDE OF THE DIAGRAM, SHOWING HOW WE PRODUCE PLANS FOR JOINT OPERATIONS.

LOQ: WHO DO YOU THINK (BASED ON YOUR READINGS AND THIS DIAGRAM) INITIATES THE JOINT PLANNING PROCESS?

AR:

- The National Command Authorities (NCA).

[SLIDE]



FUQ: WHO ARE THE NCA?

AR:

- **[BUILD]** The NCA are the President and the Secretary of Defense.

[BUILD]

FUQ: WHAT DOES THE NCA DO WITH RESPECT TO THE JOINT PLANNING SYSTEMS?

AR:

- **[BUILD]** Approve national security objectives and strategies developed by the National Security Council (NSC).

{Instructor Note: This may seem repetitive since we just reviewed this flow at the beginning of the lesson. However, the lesson is about to cover new material and it's important the students don't forget that the military only follows guidance from civilian

leadership—the NCA. Also, your students may not be fully aware of the National Security Council’s role as advisor to the real authority (the NCA), so we should review how our system works. DOD members need to understand their own relationship to civilian leadership, too.}

FUQ: WHAT DOES THE NATIONAL SECURITY COUNCIL (NSC) DO?

[BUILD]

AR:

- The NSC system is the principle forum for deliberation of national security policy issues
- They prepare national security guidance for the President
- The Chairman of the Joint Chiefs of Staff (CJCS) regularly attends these meetings and presents his/her views and those of the other members of the Joint Chiefs of Staff and the combatant commanders

In other words, the NSC develops national security strategies with input from all the important agencies and individuals responsible for implementing these strategies. These strategies are then presented to the President for approval.

{Instructor Note: Students aren’t required to know the members of the NSC. However, if they ask, Joint Pub 1-02 explains that the statutory members of the NSC are the President, Vice President, Secretary of Defense, and Secretary of State. The Chairman of the Joint Chiefs of Staff, the Director of the Central Intelligence Agency, and the Assistant to the President for National Security Affairs serve as advisers.}

FUQ: HOW ARE THESE NATIONAL SECURITY STRATEGIES CARRIED OUT?

[BUILD]

AR:

- Using one or more of the Instruments of Power (IOPs)—military, economic, political/diplomatic, or informational

[SLIDE]



(INTERNAL TRANSITION): NOW THAT WE KNOW HOW THE PROCESS STARTS, LET’S LOOK AT THE JOINT STRATEGIC PLANNING SYSTEM.

[BUILD] The Chairman of the Joint Chiefs of Staff (CJCS) is responsible for the Joint Strategic Planning System (JSPS).

[BUILD] Some of the Chairman’s roles and responsibilities in the JSPS include:

- **[BUILD]** The JSPS is the Chairman’s primary means of carrying out his/her statutory responsibilities to assist the NCA in providing strategic direction to the Armed Forces
- **[BUILD]** The Chairman examines and reviews current, emerging, and future issues, threats, technologies, organizations, doctrinal concepts, force structure and military missions
- **[BUILD]** The Chairman reviews and revises the National Military Strategy (NMS)
- **[BUILD]** The Chairman provides formal input into the Planning, Programming, and Budgeting System (PPBS), combining the fiscal reality of the PPBS with military strategy
- **[BUILD]** The Chairman provides fiscally-constrained guidance to the combatant commanders through the Joint Strategic Capabilities Plan, or “JSCP”

{Instructor Notes: The following is more information on each of the bullets above. The students don’t need to know the nitty-gritty details, but this information should help the instructor explain the process more clearly.

1) Primary means . . . - This was established in the Goldwater-Nichols Act to aid the President in his/her decision making process; this is where the CJCS gives his/

her advice to the President (primarily through the NSC and NMS) regarding the military's ability to accomplish national objectives.

2) Examines and reviews. . . - This is a continuous process accomplished through the Joint Strategy Review (JSR). The main focus is evaluating issues and factors that affect the strategic environment and thus National Military Strategy (NMS). As the world changes, this is the process that identifies the change and determines how the nation should react. This includes looking at current friends and foes alike because we never know who will be our allies in the future.

3) Reviews and revises. . . - This is one of four main products (NMS, Joint Planning Document (JPD), JSCP and Chairman's Program Assessment (CPA)) created by the JSPS. These documents provide the advice of the CJCS to the NCA on the recommended NMS and fiscally-constrained force structure required to attain national security objectives.

4) Provides formal input . . . - This is done through the NMS document to the Secretary of Defense. This information is used by the Secretary of Defense to submit the Defense Planning Guidance (DPG) to the Planning, Programming and Budgeting System (PPBS). In other words, answers the question, "How much money, resources, people, etc. do we need to achieve national objectives?"

*5) Provides fiscally . . . - This is one of the four main documents (see above) created by JSPS. This document **tasks** the combatant commanders to accomplish certain tasks and missions based on apportioned resources.*

See Joint Pub 5-0, Chapter II, for additional information.}

[SLIDE]



(INTERNAL TRANSITION): LET'S EXPAND ON THE JOINT STRATEGIC CAPABILITIES PLAN WE JUST DISCUSSED.

[BUILD] CJCS is also responsible for the Joint Strategic Capabilities Plan (JSCP)—pronounced “Jay-Scap.”

[BUILD] Some of the functions of the JSCP are:

- **[BUILD]** The JSCP provides guidance to combatant commanders and the Service Chiefs to accomplish tasks and missions based on current military capabilities and fiscal constraints
- **[BUILD]** The JSCP apportions resources to combatant commanders
- **[BUILD]** The JSCP starts the Joint Operation Planning and Execution System (JOPES)

{Instructor Notes: The following is more information on each of the bullets above. The students don't need to know the nitty-gritty details, but this information should help the instructor explain the process more clearly.}

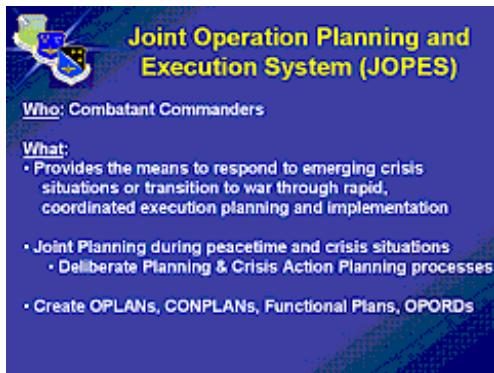
1) Provides guidance to combatant . . . - The JSCP provides a summary of the current national military strategy and a statement of general strategic taskings that each of the CINCs must carry out. These taskings include directions on likely scenarios, hot spots to consider in each of their theaters, apportioned forces and available resources for likely scenarios, etc.

2) Apportions resources . . . - Have the students recall what “apportioned” means - these are numbers used for planning purposes. The CINCs have an idea of how many wings, squadrons, etc. they have available for various scenarios, but they may not have the unit designations (i.e. 101st Airborne). This apportionment includes people, airlift available, logistics, comm requirements, etc.

3) Starts the Joint . . . - This document is the link between JSPS and JOPES. This is how national security strategies are conveyed to the combatant commanders for implementation.

See Joint Pub 5-0, Chapter II, for additional information.}

[SLIDE]



(INTERNAL TRANSITION): WE JUST TALKED ABOUT JSCP AS THE LINK BETWEEN JSPS AND JOPES. LET'S DISCUSS JOPES IN MORE DETAIL.

LOQ: WHO ARE THE PRIMARY ACTORS IN JOPES?

AR:

- **[BUILD]** The Combatant Commanders of the Unified Commands, more commonly known as CINCs, are the primary actors in JOPES

[BUILD]

FUQ: WHAT ARE THE PRIMARY FUNCTIONS OF JOPES?

AR:

- **[BUILD]** JOPES gives the Joint force the means to respond to emerging crisis situations (or transition to war) through rapid, coordinated execution planning and implementation of those plans
- **[BUILD]** JOPES is the system used to conduct Joint planning during both peacetime and times of crisis
- **[BUILD]** Through JOPES, the Joint force creates OPLANs, CONPLANs, Functional Plans, and OPORDs

Another thing to keep in mind: the acronym JOPES can refer to the joint national planning system discussed here, or it can also refer to the computer system used in this planning process. During our discussions of JOPES, we're referring to the process used to create campaign plans, not just the particular computer system.

{Instructor Notes: The following is more information on each of the bullets above. The students don't need to know the nitty-gritty details, but this information should help the instructor explain the process more clearly.

*1) Provides the means . . . - Each CINC is responsible for his or her theater of operations. This includes being ready to respond to emerging situations or war. In everyday speech, we typically say, "The Air Force prepares to fight and win our nation's wars." But more accurately, the Air Force itself is responsible for organizing, training, and equipping personnel to fight and win our nation's wars **as part of the Joint team**. After all, the CINCs are responsible for commanding and controlling all American warfighting.*

2) Joint Planning . . . - This is how the CINCs get prepared to fight and win. The theory is that the more time for planning, the better we can fight. This is where Deliberate Planning and Crisis Action Planning takes place. (These are discussed in detail in Lesson A1440, Deliberate and Crisis Action Planning).

3) Creates OPLANs . . . - These are the products of Deliberate and Crisis Action Planning discussed in Lesson A1440, Deliberate and Crisis Action Planning. See Joint Pub 5-0, Chapter III for additional information on Deliberate and Crisis Action Planning, or see Lesson A1440, Deliberate and Crisis Action Planning.}

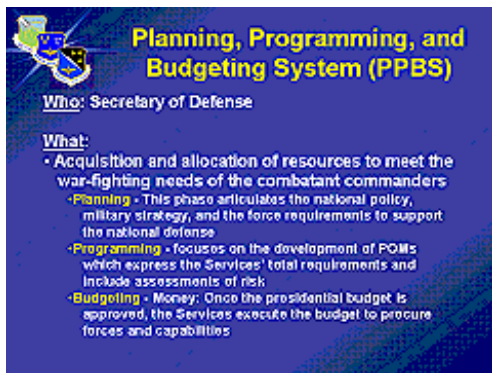
[SLIDE]



(TRANSITION): NOW THAT WE'VE DISCUSSED HOW WE PRODUCE PLANS FOR JOINT OPERATIONS—THE LEFT-HAND SIDE OF THE DIAGRAM—LET'S CONSIDER HOW WE PRODUCE FORCES "TRAINED AND EQUIPPED" TO BE ABLE TO EXECUTE THOSE JOINT OPS—THE RIGHT-HAND SIDE. WE'LL TALK ABOUT A SYSTEM YOU MIGHT BE MORE FAMILIAR WITH—THE PLANNING, PROGRAMMING, AND BUDGETING SYSTEM (PPBS).

d. MP III: Equipping the Force: 0:15 (0:45)

[SLIDE]



{Instructor Note: If students have difficulty answering questions, adjust your delivery technique to more of an informal lecture style.}

LOQ: WHO IS RESPONSIBLE FOR THE PLANNING, PROGRAMMING, AND BUDGETING SYSTEM (PPBS)?

AR:

- **[BUILD]** The Secretary of Defense

[BUILD]

FUQ: WHAT IS THE ULTIMATE OBJECTIVE OF PPBS?

AR:

- **[BUILD]** Acquisition and allocation of resources to meet the war-fighting needs of the combatant commanders

FUQ: WHAT ARE THE FUNCTIONS OF THE THREE PARTS OF THIS SYSTEM? (THAT IS, WHAT HAPPENS IN PLANNING VERSUS PROGRAMMING VERSUS BUDGETING?)

AR:

- **[BUILD]** Planning—Articulates the national policy, military strategy, and the force requirements to support the national defense
- **[BUILD]** Programming—Focuses on the development of Program Objective Memorandums (POMs), which express the Services' total requirements and include assessments of risk

- **[BUILD]** Budgeting—Money: Once the President’s budget is approved by Congress, the Services execute their budgets to procure forces & capabilities. When we say we’re “procuring capabilities,” we often mean we’re budgeting for the training required to learn tactics, techniques, and procedures for using the weapon systems at our disposal

{Instructor Notes: The following is more information on each of the bullets above. The students don’t need to know the nitty-gritty details, but this information should help the instructor explain the process more clearly.

1) Planning . . . - The Secretary of Defense and CJCS work together creating a plan that meets all national objectives. This is based on the information provided to the SecDef from the JSPS and the NMS document.

2) Programming . . . - This phase ties money and requirements together using the Defense Planning Guidance (DPG) document created by the SecDef. During this phase the Program Objective Memorandums (POMs) are created. This phase should be visible to everyone. All units must flow requirements up through their chain of command, specifying what they need to accomplish the mission. These unit POMs are combined into SQ POMs, into Wing POMs, etc. until each Service has its own POM. These Service POMs are combined, prioritized, and reviewed by the CJCS, SecDef and Combatant Commanders, resulting in the Program Decision Memorandum (PDM) document. This is the link between the Programming and Budgeting phases of PPBS. If the student hasn’t been involved in the POM process yet—they will! Programming is done for all government agencies, not just the military. All governmental programs use this process to obtain funds. The overall national budget is broken down into many parts, with DOD being only one of those agencies receiving money.

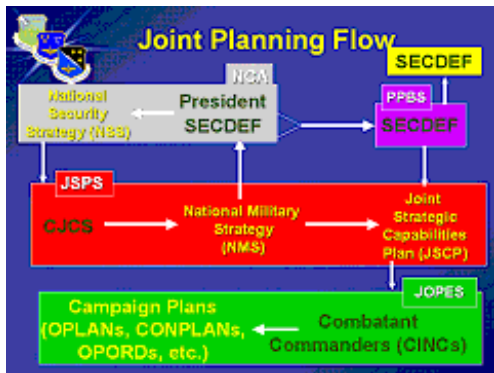
3) Budgeting . . . - This is where the money is approved. After many steps, the President’s budget gets approved and the Services and Defense agencies execute the budget (i.e. spend the money).

See Joint Pub 5-0, Chapter II, for additional information.}

(TRANSITION): NOW THAT WE’VE TALKED ABOUT ALL FOUR JOINT PLANNING SYSTEMS IN DETAIL, LET’S REVIEW HOW REQUIREMENTS FLOW BETWEEN THE SYSTEMS.

e. MP IV: Joint Planning Flow: 0:05 (0:50)

[SLIDE]



LOQ: WHO INITIATES THE JOINT PLANNING PROCESS?

AR:

- **[BUILD]** National Command Authorities (NCA), with the help of the NSC

FUQ: WHICH DOCUMENT DOES THE NCA PRODUCE?

AR:

- **[BUILD]** National Security Strategy (NSS)

FUQ: WHO USES THE NSS, AND IN WHAT SYSTEM?

AR:

- **[BUILD]** The Chairman of the Joint Chiefs of Staff (CJCS) uses NSS in the Joint Strategic Planning System (JSPS)

FUQ: THE CJCS USES THE NSS DOCUMENT TO CREATE WHICH DOCUMENT?

AR:

- **[BUILD]** National Military Strategy (NMS)

FUQ: WHO USES THE NMS DOCUMENT?

AR:

- **[BUILD]** NMS is used by the Secretary of Defense

FUQ: WHAT DOES THE SECDEF DO WITH THE NMS INPUT?

AR:

- **[BUILD]** SECDEF uses this document to develop guidance for the Planning, Programming, and Budgeting System (PPBS)

[BUILD]

FUQ: WHICH DOCUMENT IS DEVELOPED USING BOTH THE NMS DOCUMENT AND GUIDANCE FROM THE PPBS?

AR:

- **[BUILD]** Joint Strategic Capabilities Plan (JSCP)

FUQ: WHICH SYSTEM IS INITIATED BY THE JSCP, AND WHO IS RESPONSIBLE FOR THIS SYSTEM?

AR:

- **[BUILD]** The JSCP initiates the Joint Operation Planning and Execution System (JOPES), and Combatant Commanders are the responsible parties

FUQ: WHAT DOES JOPES PRODUCE?

AR:

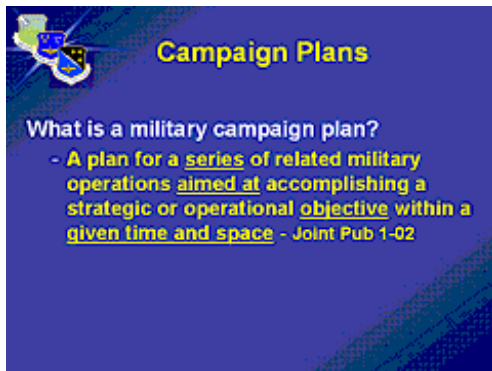
- **[BUILD]** Campaign Plans (OPLANs, CONPLANs, Functional Plans, etc.) and OPORDs. These campaign plans and OPORDs must be coordinated with and approved by the CJCS.

{Instructor Notes: Once again, this may seem repetitive, so don't beat a dead horse. This slide is meant as a summary for the discussion of the Joint planning systems. Some students are visual learners, and this slide should help them understand the links between systems.

*Also, not all of the documents discussed in the Instructor Notes are included on this slide. Only the information shown on the slide is testable. We don't intend for the students to try to memorize the other documents discussed in this lesson plan: The goal of this lesson is for the students to get the big picture. The big picture does not include memorizing DPG, CPA, POM, PDM, etc. We want the students to understand there is a process by which Joint planning takes place AND that process involves **everyone** in one way or another. Some of the students might be the person deploying. Or, they might have to write their unit's POM inputs. Or, they might be part of a team*

developing supporting plans for OPLANs. Or, they might be developing the weapons and/or systems designed to meet future requirements, etc.}

[SLIDE]



(TRANSITION): WE JUST SAID CAMPAIGN PLANS ARE THE FINAL PRODUCT OF JOPEs, BUT WE HAVEN'T TALKED ABOUT CAMPAIGN PLANS, YET. LET'S DO SO, NOW.

f. MP V: Campaign Plan Definition: 0:05 (0:55)

[BUILD]

LOQ: WHAT IS THE DEFINITION OF A MILITARY CAMPAIGN PLAN?

AR:

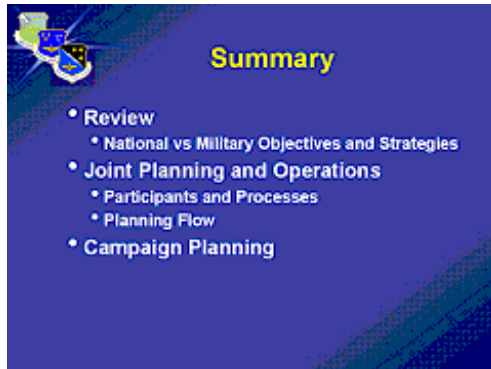
- **[BUILD]** A campaign plan is a plan for a series of related military operations aimed at accomplishing a strategic or operational objective within a given time and space

Campaign plans should define the desired “end state” for the campaign, identify enemy centers of gravity, and synchronize employment of all assets—air, space, land, sea, and special operations. We plan and fight jointly to generate the greatest effect possible with the least possible expenditure of resources.

Campaign plans can be brief or encyclopedic (that is, rather lengthy), and may have several parts. The joint planning staffs (discussed in Lesson A1410, Joint Organization: Services and Unified Commands) create these campaign plans. We will discuss campaign plans more in Lesson A1610, The JAOP, and in the A1700 Phase of instruction—Blue Thunder. Typically, the JAOP would be only one part of the overall

campaign plan, which includes plans for maritime, land, and special operations forces, as well as aerospace forces.

[SLIDE]



g. Conclusion: 0:05 (1:00)

1) //Summary//

The Joint planning systems we discussed today may seem complicated because of all the acronyms and massive amounts of information. Even so, you should remember that effective Joint planning is the most effective way to equip the Joint team and prepare military campaign plans that can achieve national objectives, as set forth by the NCA.

2) //Remotivation//

Recall the questions I asked you at the beginning of class:

- Who decides when the military's going to respond to international crises—and why?
- Who decides which units will deploy in operations like DESERT STORM and ALLIED FORCE?
- How and why do we develop new systems like the F-22 and Predator?
- How does your unit get money to buy office supplies, airplane parts, fuel, maintenance equipment, computers, telephones, vehicles, training, etc.?

Now you should be able to answer these questions, without hesitation! That's why we've covered these Joint planning systems. You have every reason to be proud of yourselves: Before the development of the Aerospace Basic Course, this information

was taught to majors—not lieutenants! However, the Air Force can't contribute effectively to Joint endeavors if our officers don't understand how the process works. With current personnel shortages and high ops tempos, more and more is expected of all officers—no matter what their rank. The information in this lesson will make you better informed and more effective as an officer, Airman, and member of the Joint team.

3) //Closure//

You aren't Joint planners today, but you are an important part of the Joint team. Each year puts you one step closer to gaining responsibility at the highest levels of the military. Who knows—we might have a future CJCS in this flight! Is that person you?